"A Study of Occupational stress, Organizational Commitment and General Well-Being of Employees & Their Management through Psycho-Yogic Package"

Synopsis

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Introduction:

The quality of modern man is no doubt a massive improvement upon his fore-fathers. But the modern civilization with all its advancements has made the life of man more complex and full of hazards of his own creations- which in turn has produced more stress for him. The natural corollary would be that all efforts should be made to improve the quality of work life by removing and minimizing the unfavorable factors and maximizing the entire favorable one. Occupational stress is one of the major factors that work as a threat to quality of life. Thus work stress has become immediate focal point of interest.

Numerous studies have been conducted on the five aspects of occupational stress. On the physical health of employees, stress is associated with high- blood pressure and coronary heart diseases (Beehr & Newman 1978, House 1974). Nervousness, tensions, anxiety were found to be related with stress (Pestonjee 1987, Sharma & Sharma 1984). The ill effects of stress also include absenteeism; turn over, accidents, low- productivity and low job commitment.

Commitment is a disposition to engage in "consistent line of activity". Many investigators conceptualized commitment as an affective or emotional orientation to an entity. In this case, organizational commitment is referred as affective commitment. Affectively committed employees remain with ht e organization for its own sake apart from its purely instrumental worth (Buhanan 1974). Organizational commitment, in general, refers to the employee's psychological attachment to the organization where they are employed and work under the organization's contract.

On the other hand, when the face of life threatens to spin out of control, instead of slowing down one can stop completely and concentrate on inner spiritual wisdom, which has always acted as a desirable hiatus from the mumbo- jumbo of life. In the present scenario technology has started fastening its grip over individual's lives. One cannot keep himself away from this development. After working for long hours people feel physically and mentally tired. Increased level of work pressure is associated with both under load and overload (stress) stimulation and over arousal (Franken Heusar 1978). This stress and over arousal can be easily coped by relaxation responses. This muscle relaxation has been used many years for tension reduction. The best known technique is that of Edmund Jacobson's' (1938) which is very frequently used in clinical settings. Along with these relaxative practices people should include meditation, yoga and other ancient techniques as compulsory part of their lives.

This type of good and practical changes, whether in society or in life style, is always welcomed and accepted by new generation. These techniques are a purifying action where toxins, stress and other complexes are released and natural energy and enthusiasm is restored. In the present scenario the role of stress in clinical illness, particularly psychosomatic diseases are being recognized (Bridges 1991, Cohen et. al 1991). Bhaskaran (1991), Nathawat (1996) have considered the value of meditation where one can gain understanding of mind and emotions. "By learning calm down one can actually feel less busy and stressed" (Luskin 2003).

Reviews:

- **Beehr and Newman (1978)** define occupational stress as "A condition arising from the interaction of people and their jobs and characterised by changes within people that force them to deviate from their normal functioning."
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- **Brown, Gordon D. A.,** What makes workers happy? Here we argue that pure 'rank' matters. It is currently believed that wellbeing is determined partly by an individual's absolute wage (say, 30,000 dollars a year) and partly by the individual's relative wage (say, 30,000 dollars compared to an average in the company or neighborhood of 25,000 dollars). Our evidence shows that this is inadequate. The paper demonstrates that range-frequency theory – a model developed independently within psychology and unknown to most economists – predicts that wellbeing is gained partly from the individual's ranked position of a wage within a comparison set (say, whether the individual is number 4 or 14 in the wage hierarchy of the company). We report an experimental study and an analysis of a survey of 16,000 employees' wage satisfaction ratings. We find evidence of rank-dependence in workers' pay satisfaction.
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- **Cobb (1975)** has the opinion that, "The responsibility load creates severe stress among workers and managers." If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them. Brook (1973) reported that qualitative changes in the job create adjustmental problem among employees. The interpersonal relationships within the department and between the departments create qualitative difficulties within the organisation to a great extent.

- **Gupta,Anviti,** This paper presents a review of the term commitment. It briefly highlights the various types of organizational commitment. Organizational Commitment is an attitudinal or emotive dimension of work motivation, manifesting its form in members' behavior. Organizational Commitment is a subset of employee commitment, which is comprised of work Commitment, Career Commitment & Organizational Commitment. There Components of organizational commitment have been identified in the literatures which are affective Continuance & normative commitment. As a combination of both attitudinal & behavioral approaches, organizational commitment is defined as employee's acceptances, involvement & dedication towards achieving organizations goals.

- **Gupta Smita (April 2007),** the paper examines the relationship of organizational commitment with climate for participation and selected demographic variables. Three dimensions of climate for participation (extent of participation in 'task-related' matters, 'problem-solving', and participative 'influence') and two dimensions of organizational commitment ('affective' and 'continuance') were measured on 100 managers each in private and public sector manufacturing industries in Uttar Pradesh. Correlation analysis reveals that participation in problem-solving strengthens organizational commitment in both private and

public sectors. Task-related participation and participative influence weaken organizational commitment in private sector but strengthen it in public sector.

- **Kristensen, Tage S. (Jul 1996),** During the last 15 yrs, the research on job stress and cardiovascular diseases has been dominated by the job strain model developed by R. Karasek (1979) and colleagues (R. Karasek & T. Theorell, 1990). In this article the results of this research are briefly summarized. Substantial improvements of the job strain research could be achieved if the principle of triangulation were used in the measurements of stressors, stress, and sickness and if occupation-based samples were used instead of large representative samples.

- **Miles and Perreault (1976)** identify four types of role conflict: 1. Intra-sender role conflict 2. Inter sender role conflict. 3. Person- role conflict; 4. Role over load. The use of role concepts suggests that job related stress is associated with individual, interpersonal, and structural variables (Katz and Kahn, 1978; Whetten, 1978). The presence of supportive peer groups and supportive relationships with super visors are negatively correlated with R.C. (Caplan et al., 1964).

- **Shouksmith, G.,** Three measures of organizational commitment were related to scores from the Multidimensional Job Satisfaction Scale in a sample of 1121 health professionals to ascertain the organizational factors which were associated with commitment. Opportunity for personal growth or self-actualization and physical working conditions were related to all three forms of commitment. Affective and Normative Commitment were also enhanced in organizations with promotion systems perceived as fair. Organizational groups which also had satisfactory pay scales and supervisors perceived as possessing positive job-related skills had enhanced Affective Commitment; the presence of coworkers with positive attributes was related to Normative Commitment and high opportunities for promotion to Continuance Commitment.

- **Steven M. Sommer,** This study analyzed whether demographic and situational factors identified in the U.S.-based literature had the same antecedent influence on the commitment of 1192 employees in 27 large Korean firms. Consistent with U.S. studies, the Korean employees' position in the hierarchy, tenure in their current position and age all were significantly related to organizational commitment. Total tenure and education were not related. As for the situational antecedents, except for management style, all the others were significantly related. Specifically, as organization size increased, commitment decreased; as the structure became more employee focused, commitment increased; and the more positive the organizational climate perceptions, the more the commitment.

- **Terry A. Beehr John E. Newman,** It is concluded that some of the major problems of the research in this area are: confusion in the use of terminology regarding the elements of job stress, relatively weak methodology within specific studies, the lack of systematic approaches in the research, the lack of

interdisciplinary approaches and the lack of attention to many elements of the specific facets.

- **Yoon, J. (2003, Aug),** Extrapolating the related literatures and theories, the first hypothesis predicts that employee job satisfaction contributes to the team commitment more than the organizational commitment. The second hypothesis predicts that perceived organizational support helps the positive effect of job satisfaction redirected for more organizational commitment. Extending the second hypothesis, the third one predicts that perceived organizational support also helps team commitments to be mobilized for the organizational commitment. The results provide support for the hypothesis 1 and 3. The study discusses the findings in more detail and proposes several managerial implications.

Objectives of the study:

1. To identify the level of occupational stress, organizational commitment and general well- being of the employees.
2. To device an intervention programs to increase the level of organizational commitment, general well-being and reduce the level of stress of the employees.
3. To device a scale for the measurement of general well-being containing physical, psychological and spiritual well- being.
4. To study if there exists any difference in the level of occupational stress, organizational commitment and general well being between the workers and managers.
5. To study the effectiveness of various intervention programs in reducing the level of stress and increment in the work commitment and general well-being of the employees.

Statement of the problem:

The statement of the problem is designed for the proposed study is "a study of occupational stress, organizational commitment and general well being of the employees and their management through psycho yogic package".

Hypotheses:

The directional hypotheses will be formulated as follows:

1. An intervention program (JPMR) significantly reduces the level of occupational stress of the managers.

2. An intervention program (JPMR) significantly reduces the level of occupational stress of the workers.

3. An intervention program (Nada Yog Sadhana) significantly reduces the level of occupational stress of managers.

4. An intervention program (Nada Yog Sadhana) significantly reduces the level of occupational stress of workers.

5. An intervention program (Cognitive Re-structuring) significantly reduces the level of occupational stress of managers.

6. An intervention program (Cognitive Re-structuring) significantly reduces the level of occupational stress of workers.

7. The combined intervention program significantly reduces the level of occupational stress of managers.

8. The combined intervention program significantly reduces the level of occupational stress of managers.

9. An intervention program (JPMR) significantly increases the level of organizational commitment of managers.

10. An intervention program (JPMR) significantly increases the level of organizational commitment of workers.

11. An intervention program (Nada Yog Sadhana) significantly increases the level of organizational commitment of the managers.

12. An intervention program (Nada Yog Sadhana) significantly increases the level of organizational commitment of the workers.

13. An intervention program (Cognitive Re-structuring) significantly increases the level of organizational commitment of managers.

14. An intervention program (Cognitive Re-structuring) significantly increases the level of organizational commitment of workers.

15. The combined intervention program significantly increases the level of organizational commitment of managers.

16. The combined intervention program significantly increases the level of organizational commitment of workers.

17. An intervention program (JPMR) significantly increases the level of well-being of managers.
18. An intervention program (JPMR) significantly increases the level of well-being of workers.

19. An intervention program (Nada Yog Sadhana) significantly increases the level of well- being of managers.

20. An intervention program (Nada Yog Sadhana) significantly increases the level of well- being of workers.

21. An intervention program (Cognitive Re-structuring) significantly increases the level of well- being of managers.

22. An intervention program (Cognitive Re-structuring) significantly increases the level of well- being of managers.

23. The combined intervention program significantly increases the level of well-being of managers.

24. The combined intervention program significantly increases the level of well-being of workers.

Other hypotheses may be developed and tested, during the course of the study.

Variables of the study:

Independent variable:
Here, the independent variable of our study is an intervention program for stress reduction and enhancement of organizational commitment and feeling of well-being contains Nada Yog Sadhana, Jacobson's Progressive Muscular Relaxation technique and Cognitive Re-structuring.

Dependent variable:
Here, the dependent variables of this proposed study are:

1. Occupational stress
2. Organizational commitment
3. General well- being

Description of variables:

Occupational stress:
Occupational stress is often used as a term to denote the emotions people feel in upsetting circumstances. In some situations, people are distressed to the extent that they may be diagnosed as suffering from a range of disorders including anxiety, depression and other stress-related conditions. For the purpose of this document, sustained emotional upset in some situations might lead to diagnosed physical, psychological, or psychiatric illness or disease which has been substantially caused or aggravated as the result of work circumstances.

In these guidelines the term *stressor* is anything that results in a stress response or reaction by a person. *Distress* is the term given to an individual's negative stress response. For example, if an employee is bullied, abused or the subject of a violent act they may show distress. This may be observable through behavioural changes, such as anger or withdrawal and in many cases a significant increase in sick leave.

Employees' reactions or responses to the same stressor can vary on different occasions and be further influenced by their own perception of either a single, cumulative or series of stressors in the workplace.

Recent research on occupational stress indicates that there is a range of related variables which define 'stressful' work. In summary, stressful work is characterized by:

- high levels of job demand (work load)
- low levels of job control (decision making latitude)

- high levels of task uncertainty (technical knowledge and skill)
- low organizational support (personal recognition and reward)

Numerous surveys and studies confirm that occupational pressures and fears are far and away the leading source of stress for American adults and that these have steadily increased over the past few decades. While there are tons of statistics to support these allegations, how significant they are depends on such things as how the information was obtained (self-report vs. answers to carefully worded questions), the size and demographics of the targeted group, how participants were selected and who sponsored the study. Some self-serving polls claiming that a particular occupation is "the most stressful" are conducted by unions or organizations in a attempt to get higher wages or better benefits for their members. Others may be conducted to promote a product, such as the "In the Nineties" survey by the maker of a deodorant that found housewives were under more stress than the CEO's of major corporations. Such a conclusion might be anticipated from telephone calls to residential phones conducted in the afternoon. It is crucial to keep all these caveats in mind when evaluating job stress statistics.

The NIOSH report on the right is an excellent resource that cites the following:

- 40% of workers reported their job was very or extremely stressful;
- 25% view their jobs as the number one stressor in their lives;
- Three fourths of employees believe that workers have more on-the-job stress than a generation ago;
- 29% of workers felt quite a bit or extremely stressed at work;
- 26 percent of workers said they were "often or very often burned out or stressed by their work";
- Job stress is more strongly associated with health complaints than financial or family problems.

Absenteeism due to job stress has escalated:

According to a survey of 800,000 workers in over 300 companies, the number of employees calling in sick because of stress tripled from 1996 to 2000. An estimated 1 million workers are absent every day due to stress. The European Agency for Safety and Health at Work reported that over half of the 550 million working days lost annually in the U.S. from absenteeism are stress related and that one in five of all last minute no-shows are due to job stress. If this occurs in key employees it can have a domino effect that spreads down the line to disrupt scheduled operations. Unanticipated absenteeism is estimated to cost American companies $602.00/worker/year and the price tag for large employers could approach $3.5 million annually. A 1997 three year study conducted by one large corporation found that 60% of employee absences could be traced to psychological problems that were due to job stress.

Local management and Prevention Strategies:

The management of causes of occupational stress should be undertaken in consultation with employees and unions and should involve a process of:

- Hazard identification to determine actual and potential hazards;

- an assessment of identified or potential risks to the health and safety of employees; and
- Development and implementation of a risk management strategy designed to eliminate or control hazards.

Successful prevention and management of stress-related problems will depend on effective local management strategies. Such strategies should be thoroughly planned, adequately resourced and linked to agency corporate directions and performance. They should address identified organizational stressors and incorporate improvements in work organization, job design, quality of supervision, OHS directions and general management practices. It is recognized that some jobs / tasks require a greater physical or psychological demand on individuals than others. Agencies are strongly encouraged to carry out appropriate risk identification and assessment processes to cater for these demands and develop strategies accordingly.
Plans that focus on individual behavior alone may fail to address the underlying causes of stress-related problems. They may result in individual blame or victimization and may not address organizational, systemic and operational causes. As part of any agency local management strategy:

- Effective communication at local level between staff and supervisors through performance/feedback structures should be encouraged. (This might assist to address such matters as workload issues that arise from time to time and which might in the long term reduce stressors in the workplace. In any event, recognition of the issue is an important step for all concerned);
- effective grievance procedures need to be implemented and promoted in the workplace;
- rehabilitation policy and procedures must facilitate an early return to work for employees; and
- Employee assistance programs and counseling services should be available to employees.

Organizational Commitment

Organizational commitment considers that the organization's employees may associate themselves with organizational goals, particular manager who responsibility a participant in the budgeting process may increase overall of organizational goals (Nouri and Parker, 1998). Anyway, organizational commitment is related to positive work outcomes on job performance. (Randall, 1990; Meyer et al, 1989) Thus, many empirical studies on organizational commitment found a significant positive relationship between employee participation and organizational commitment (Nouri and Parker, 1998, Boshof and Mels, 1995). Two main perspectives are common for the study of organizational commitment.

Originating with Becker (1960), the side-bet theory, also called the behavioral perspective (Meyer and Allen 1991), posits that commitment is calculative. According to this view, individuals remain with an organization because they stand to loose accumulated benefits such as pensions and seniority if they decided to leave; their work and work environment are not prime considerations This notion of commitment is often measured with Hrebiniak and Alutto's (1972) commitment scale (e.g., Parasuraman and

Alutto 1984; Witt 1993) or McGee and Ford's (1987) instrument (Hackett et al. 1994). Building on this perspective, Allen and Meyer (1990) differentiated continuance commitment from normative commitment. Continuance commitment refers to behaviors by employees who maintain a link to their employer because of the accumulated benefits. Normative commitment refers to the employee's feelings of obligation to remain with the organization (Allen and Meyer 1990; Hackett, Bycio and Hausdorf 1994).

In contrast, the attitudinal perspective (Meyer and Allen 1991) views commitment in terms of emotional attachment. According to this research stream, employees identify themselves with the company's goals and objectives and adhere to them. This perspective has been extensively studied in industrial marketing (e.g., Sager and Johnston 1989; Sager 1991; Schul and Wren 1992), especially in the context of sales force turnover (e.g., Bashaw and Grant 1994; Ingram and Lee 1990; MacKenzie et al. 1998; McNeilly and Russ 1992; Sager 1990; Sager 1991). Generally, researchers who adopt this view use the organizational commitment questionnaire (e.g., Gregersen 1993; O'Hara et al. 1991; Schul and Wren 1992) which has demonstrated psychometric properties (e.g., Mowday et al. 1979; Porter et al. 1974). The 15 OCQ instrument addresses three related facets: "(1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization" (Mowday et al. 1979, p. 226). This construct is widely used in sales settings for two reasons. First, this form of commitment is more stable and enduring than job attitudinal variables from which it results. Second, there is growing evidence for relationships between certain antecedent variables and commitment measured with the OCQ, and between commitment and outcomes variables (such as intention to leave and turnover) (e.g., Brown and Peterson 1993; Johnston, Varadarajan, Futrell and Sager 1987; Sager 1994). Therefore, organizational commitment plays a central role, especially in turnover models.

Dimensions of organizational commitment:

In the fields of organizational behavior and Industrial Psychology, organizational commitment is, in a general sense, the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as Job Satisfaction, defined as an employee's feelings about their job, and organizational Identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization.
Beyond this general sense, organization. Scientists have developed many nuanced definitions of organization. Commitment. And numerous scales to measure them. Exemplary of this work is Meyer & Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had proliferated in the literature. According to Meyer and Allen's (1991) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization:

- *Affective* commitment: AC is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on

Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968).

- *Continuance* commitment: The individual commits to the organization because he/she perceives high costs of losing organizational membership (cf. Becker's 1960 "side bet theory"), including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she "has to".

- *Normative* commitment: The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to".

Note that according to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity. This idea led Meyer and Herscovitch (2001) to argue that at any point in time, an employee has a "commitment profile" that reflects high or low levels of all three of these mind-sets, and that different profiles have different effects on workplace behavior such as job performance, absenteeism, and the chance that the organization member will quit.

Meyer and Allen developed the Affective commitment Scale (ACS), the normative commitment Scale (NCS) and the Continuance commitment Scale (CCS) to measure these components of commitment. Many researchers have used them to determine what impact an employee's level of commitment has on outcomes such as quitting behavior, job performance, and absenteeism. However, some researchers have questioned how well they actually assess an employee's commitment, and efforts to improve the validity of these scales, and similar commitment scales such as Mowday, Porter, and Steers' organizational commitment Questionnaire (OCQ), continues.

The Meaning of Well Being:

Well being means different things to different people. For some, financial well being is most important; for others, physically being well; and still others desire well being in relationships and family affairs. Freedom is important to well being – freedom from fear, worry, and anger. Freedom to pursue your dreams and mission in life. At Mountain Valley Center, we provide goods and services (feng shui supplies, alternative medicine, new age, inspirational gifts, and self help articles) that may assist you in your own state of Well Being.

Mental Well Being

Well being always begins in the mind and emotions. How well are you right now? Take a moment and be mindful of your thoughts. Are you thinking about the past or the future? Are you worried or happy? What you think and feel in the present moment sets the stage for the future. A good exercise is to set aside 10 to 20 minutes each day to practice mindfulness meditation. During this time, sit and simply be aware of your breathing. Feel your breath coming and going from your nose. When a thought distracts you, label it as past or future, happy or sad, and return to the feel of the breath. Try this daily for a week and experience the difference in your mental Well Being. We offer a great selection of books to help your mind, and **classes** in meditation and relaxation, taught by Dr. Jill Henry, to learn how to take back control of your thoughts and emotions.

Physical Well Being

Physical Well Being encompasses both your body and your environment. At Mountain Valley Center, we offer a complete line of Feng Shui products to enhance balance and harmony in your home or business. Feng Shui is an ancient art and science of placement to encourage energy flow for Well Being. One common Feng Shui "cure" is to hang a crystal in your window, allowing sunlight to pass through the crystal and create rainbows around you. A great way to see the energy! We also offer a complete line of **Sound Healing**, including CD's, Singing Bowls, Tuning Forks, Drums, Wind Chimes and Table Fountains; Aromatherapy, including incense, balms, and oils; and special gifts to balance and energize your mind and body.

Spiritual Well Being

Spiritual Well Being is closely associated with our connection to Nature and to our cosmic energy Source. Jill and Charlie Henry, owners of Mountain Valley Center, have set aside several acres of their land as a Public Labyrinth Park. There visitors can walk the labyrinth, picnic by the stream, and relax in the laurel forest. Use of the park is free, and directions can be obtained at the Center on 441. In addition, Jill and Charlie offer Sunday morning sessions in A Course in Miracles and Guided Meditation to serve the Well Being needs of the community.

Peace and Well Being

Well being comes ultimately from our inner sense of peace. The main purpose is to assist you in discovering your own, inherent, sense of inner peace and joy. Whether it comes from buying a fairy to remind you to play, a gemstone bookend to connect with the earth, participating in a class or treatment session, walking the labyrinth, or just visiting, having a cup of coffee and conversation, we know you will leave with a deeper sense of peace and joy. And that you will pass your peace on to others. And that is the way peace comes to the planet.

Progressive muscular relaxative technique:

Developed by Jacobson in 1939, Progressive Muscular Relaxation (PMR) is a widely used procedure today. It causes deep muscular relaxation in muscle groups, tensed under stressful conditions. Muscular tension produces aches & pains, particularly in the neck and back. For many individuals, the shoulder muscles provide a kind of internal thermometer for the tension level. If you tell yourself regularly to "drop your shoulders," you will be surprised to find how often there is something to drop! PMR uses the pendulum method - if you want the pendulum to swing in a particular direction, then you first have to pull it back in the opposite direction and then let go. Similarly in Progressive Muscular Relaxation, first you deliberately apply tension to certain muscle groups, and then you let go, and turn your attention to noticing how the muscles relax as the tension flows away. The aim is to work systematically through the body, and it is usual to start with the hands, work up to the shoulders, then back to the feet and up to the shoulders again, leaving the face and neck to last. There is no reason to suppose that you have to rigidly stick to a particular order, but it might be difficult to start with areas in which physical and emotional tension seems to concentrate, such as the shoulders, neck and face.

Procedure Proper

There are two steps in the self-administered Progressive Muscle Relaxation procedure:

- Deliberately tensing muscle groups.
- Releasing the induced tension.

Tension–Relaxation Procedure (instructions to be given):

Step One: Tension - The process of applying tension to a muscle is essentially the same regardless of which muscle group you are using. First, focus your mind on the muscle group; for example, your right hand. Then inhale and simply squeeze the muscles as hard as you can & hold to the count of 5; in the example, this would involve making a tight fist with your hand. It's important to really feel the tension. Done properly, the tension procedure will cause the muscles to start to shake, you might feel some pain but don't over do it.

Step Two: Releasing the Tension- This is the best part because it is actually pleasurable. After the count to 5, just suddenly but gently let go. Let all the tightness and pain flow out of the muscles as you simultaneously exhale. In the example, this would be imagining tightness and pain flowing out of your hand through your fingertips as you exhale. Feel the muscles relax and become loose and limp, tension flowing away like water out of a faucet. Focus on and notice the difference between tension and relaxation. Stay relaxed for about 15 seconds, and then repeats the tension-relaxation cycle. You'll probably notice more sensations the second time.

Muscle Groups: Here is an order that we find easy to remember which will help you not to forget any muscle group.

- Hands: Clench the fists.
- Arms: Tighten biceps and lower arms together, without the hands.
- Shoulders: Raise your shoulders as if they could touch your ears.
- Feet: Screw up your toes.
- Front of legs: Point your foot away from you so that it is almost parallel with your leg.
- Back of Legs: Flex your feet upwards, stretching your heels down.
- Thighs: Tighten them while pressing your knees down into the floor.
- Bottom: Clench your buttocks together.
- Stomach: Hold your stomach muscles in tight.
- Lower Back: Press the small of your back into the floor.
- Chest: Breath in, hold your breath, and tighten all your chest muscles.
- Shoulders: Breath in, hold your breath and raise your shoulders as if to touch your ears.
- Neck: Stretch your head up, as if your chin could touch the ceiling.
  Bend your head forward until your chin reaches your chest.
- Mouth and Jaw: Press your lips together and clench your teeth.
- Eyes: Close them up tight.
- Forehead and scalp: Raise your eyebrows as if they could disappear.
- Face: Screw all the muscles up together.

After learning the full PMR procedure, you will spend about 10 minutes a day maintaining your proficiency by practicing a shortened form of the procedure. But in the beginning it might take longer and it would be a good idea to tense and relax one limb at a time instead of both together. With time and practice, approximately 3 to 6 weeks, you may shorten the exercise gradually. For example, you could try collapsing some of the muscle groups until you only work on your arms, legs, abdomen, chest and face. Ultimately, you will acquire something that will probably become an indispensable part of your daily life, and the initial drudgery of practice will be long-forgotten.

Dos and don'ts:

It is recommended that you practice full PMR twice a day for about a week before moving on to the shortened form. Of course, the time needed to master the full PMR procedure varies from person to person. Here are some suggestions for practice:

- Always practice full PMR in a quiet place, alone, with no electronic distractions, not even background music.
- Remove your shoes and wear loose clothing.
- Avoid eating, smoking, or drinking. It's best to practice before meals rather than after, for the sake of your digestive processes. Never practice after using any intoxicants.
- Sit in a comfortable chair if possible. You may practice lying down, but this increases the likelihood of falling asleep.
- If you fall asleep, give yourself credit for the work you did up to the point of sleep.

- If you practice in bed at night, plan on falling asleep before you complete your cycle. Therefore, consider a practice session at night, in bed, to be in addition to your basic practice.
- When you finish a session, relax with your eyes closed for a few seconds, and then get up slowly. (*Orthostatic hypotension*—a sudden drop in blood pressure due to standing up quickly—can cause you to faint.) Some people like to count backwards from 5 to 1, timed to slow, deep breathing, and then say, "Eyes open. Supremely calm. Fully alert."

Yoga:

The word 'Nada' comes from the Sanskrit word, 'Nad', which essentially signifies sound. It also means 'flow' and in this context would relate to the flow of consciousness. Nadam resonates to the sound of 'Om', which is the primordial energy. Nada yoga is an exercise invoking a union with God, through sound or music.
In Nada yoga, the aspirant focuses his attention on the anahata nada or the inner sound. The focus should be on the sound produced within the human body and not on any external vibration. The practitioner experiences a feeling of stillness, which instills an ability to reconnect with the soul or the 'atman'.
Yogis extol the ten inner astral sounds along with the supreme sound of 'Om.' Nada yoga assists in tuning ourselves to all the astral sounds, ultimately immersing oneself with the cosmic sound, 'Om'; perhaps the reason why the Yoga Sutras of Patanjali say that mantra Om is "the sound that expresses the divine absolute, which should be repeatedly intoned while absorbing its meaning."
In nada yoga practice, we start by merely observing the sound around us and then cultivating awareness to them.

Types of Nada Yoga:

These are four types of Nadas
1. Vaikhari – audible sound
2. Madhyama – mental sound, unstruck sound
3. Pashyanta – a subconscious sound
4. Paranada – transcendent sound

Among the four Nadas, Para Nada is endowed with the highest frequency that produces nil vibration. The cosmic 'Om' is Paranada, full of pure energy and light. Nada yoga helps in raising the awareness of the self and experiencing the profound inner layers. The essence of Nada Yoga is summed up in the words of Sankaracharya,, "By one, who is desirous of attaining perfection in yoga, Nada alone has got to be closely heard (meditated upon), having abandoned all thoughts and with a calm mind."

Therapeutic Aspect of Nada Yoga

This yoga alleviates the problems relating to the mind. It calms the mind and raises one's level of consciousness. Nada or sound exerts a powerful influence on ones mind. It brings about a healthy state of consciousness in an individual. A sense of joy, harmony, flexibility and fulfillment develops. The potency of sound promotes relaxation, relieves ailments from aches and pains. It also reduces the anxiety that accompanies

chemotherapy. The vibrations lower the heart rate, relax the brain wave patterns and reduce respiratory rates.

Research methodology:

Sample and Sampling:

120 subjects will be selected by quota sampling for this study. Where 60 subjects are managers and 60 are workers.

Research design:

The between group design will be used in this study. In the between group design the experimenter compares the dependent variable score between two or more groups who are given differential treatment.

Procedure:

In this proposed empirical study 120 samples will be selected where 60 subjects are manager and 60 are worker. In which 60 managers will be divided into four groups of 15 managers in each and study the effect of three independent variables independently. The fourth group will be studied by the combined effect of all three independent variables. Likewise, 60 workers will be divided into four groups and the effect of three independent variables will be individually and in fourth group jointly.

Tools:
Following scales will be used in this study:

1. Occupational stress index developed by A. K. Srivastava and A. P. Singh.
2. Organizational commitment scale adopted by Khan & P. C. Mishra.
3. For the measurement of employee's well-being investigator will to develop a scale for the same.

Statistical analysis:

The statistical tests will be used as per requirement of the study.

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